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PROJECT SAFE NEWSLETTER
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June 1981

(This is the first *Newsletter* since November 1980)

SAFE Update

Like all major developmental projects, SAFE has not been without its problems. A complete review of its developmental status has shown us where the contractor, TRW, has fallen somewhat behind and where he has been able to maintain schedule. As of this writing, we are still able to project a reasonable implementation schedule, starting on the advertised date of 31 December 1982. SAFE capabilities will be made available according to an NFAC priority plan, one that ensures a smooth introduction of SAFE and minimizes the impact of any developmental problems the contractor may encounter. SAFE will start up on 31 December 1982 with at least 30 terminals and with the capabilities of *at least* those of the Pilot Mail Operation (see below). Terminals will be added in 1983 at the rate of 30 per month until a total of 230 terminals are in place. Any capabilities not available on the first day of operation will be added during the year.

Design Review Meetings

To facilitate the design and implementation of SAFE, the design effort has been broken down into a series of six blocks that will be delivered during the 1980s to CIA and the Defense Intelligence Agency (DIA). Blocks 1, 2, and 5 are for CIA and Blocks 3, 4, and 6 for DIA. Since Block 1 contains many of SAFE's functions, the contractor has arranged the block into increments so that the design work can proceed in an orderly fashion.

During March a series of design review meetings were held at TRW's SAFE development facility in California. There were three separate reviews: System Preliminary Design Review (PDR), Increment 1 Detailed Design Review (DDR 1), and Increment 2 Initial Design Review (IDR 2) for Block 1.

The PDR was a two-day session that included briefings on the overall SAFE design philosophy, each subsystem of SAFE, system performance, and flexibility of design. This was the last formal review of the project as a whole. From this point on SAFE will be reviewed from a block perspective and within each block from an increment perspective. Approximately one week was spent on the DDR and IDR reviews which consisted of detailed technical discussions of specific aspects of Block 1 design.

NFAC Implementation Plan for SAFE

Planning and control are key elements for the successful implementation of SAFE throughout NFAC. All aspects must be closely monitored because of the importance of coordinated timing of the many considerations and tasks required to bring SAFE into NFAC. These tasks include establishing an accurate profile of each component's needs, the development of a terminal allocation plan, site renovations, hardware installation, mail profile building, user training, and private file conversion. OCR's Systems Analysis Staff (SAS) is developing a comprehensive plan—the NFAC Implementation Plan for SAFE—that will cover all aspects of SAFE implementation.

This plan consists of two parts. The first is a flow chart showing, in chronological order, the various activities that must take place. The second is a complementary narrative documenting each of the flow chart activities, the actions required, and who has the responsibility for fulfilling these requirements. Publication of the NFAC Implementation Plan for SAFE is scheduled for mid-1981.

Terminal Allocation Plan

The long-awaited plan on how the 230 SAFE Block 1 terminals will be allocated has been agreed upon by SAS, the eight NFAC office SAFE Representatives, the National Intelligence Council (NIC), the NFAC Office Directors, and the Chairman of NIC. It is now before the Deputy Director of NFAC for final approval.

With guidance received from NFAC management, SAS recently presented a "strawman" allocation plan to the SAFE Office Coordinators for their consideration. This plan was developed using data gathered from the recent NFAC Human Resources Management Information Systems

Questionnaires and is based on three premises. First, the bulk of the terminals (178) will be distributed to analysts based on each office's percentage of total NFAC analysts. Second, branches will be selected based on an agreed upon "thread" (common issue) to enable analysts working on similar topics to be linked together. Thus, most of early SAFE's capabilities, that is, routing, coordination, private file sharing, mail profile commonality, etc., would be well tested. Third, once these branches are selected, the entire branch (analysts only) would be given terminals even though all branch members might not match one of the "threads" selected.

The NFAC Office Coordinators and SAS selected one topical issue and one regional issue for the basis of the terminal distribution. The topical issue, Soviet Offensive Missiles and Space Programs, was selected to tie together the three military offices, OSR, OSWR, and OIA. The regional issue was narrowed down to the Middle East geographical area.

A second allocation involved a group of terminals (52) to be distributed based on NFAC "priority needs." The group agreed that current intelligence reporting would be one criteria for "priority needs" with 30 terminals being distributed among the offices based on their current awareness requirements. The remaining 22 terminals would be reserved for the Office of Training and Education (OTE) training purposes (10), the SURE Organization (5), and a priority reserve (7).

A decision on the order in which the branches receive terminals has yet to be determined. Under present planning, all 230 terminals should be operational by June or July 1983.

The SAFE Training Plan Progresses

An initial outline of SAFE training requirements for NFAC has been prepared by the Information Science Center of OTE. SAS estimates that OTE should be prepared to train as many as 400 to 500 users during 1983. A similar number will need training in 1984. TRW, with input from NFAC and OTE, is tasked with developing a SAFE training plan by December 1981. It is anticipated that five full-time OTE instructors and 15 part-time NFAC instructors will be required to cover the necessary training in both a classroom situation and in the users' offices. Two- and three-day-long classes will be needed in the early phases of SAFE, and initially the same basic material will be presented to all students. It is anticipated that separate courses will evolve for different needs, for example, new users, update training for current users, and a management overview. All training, except for the management overview, will include extensive "hands on" computer terminal exercises. Training for the first group of new users is scheduled to begin in late 1982.

SAFE User Language

The Systems Analysis Staff, along with DIA and the Consolidated SAFE Project Office (CSPO), has been involved with the TRW user language design team in reviewing TRW reports and in assisting in the design of an efficient, easy-to-use SAFE user language. The language is a set of commands, function keys, instructions, and conventions that assist the user in the use of the SAFE system.

In February, TRW delivered a 500-plus page User Language Specification (ULS) document to the government for review. The ULS is written in technical terms and is directed to the other TRW subsystem designers. Through the ULS they will gain an understanding of the human interface to SAFE that is under development. The Appendixes, which contain the SAFE commands, their description, and the syntax for their construction have been under review by both SAS and CSPO. SAS is particularly interested in ensuring that the language represents all of SAFE's functionality in a thorough and easy to use manner.

Pilot Mail Operation Gets Under Way

The SAFE Pilot Mail Operation (PMO) has been approved and implementation is well under way in Office of Scientific and Weapons Research (OSWR), Defensive Aerodynamic Vehicles Branch. The primary objective of PMO is to provide a live environment in which to test and evaluate SAFE's mail profile system. PMO provides data on implementation requirements and potential problem areas for SAFE. The data will enable NFAC to estimate better the resources and requirements needed for SAFE's introduction in December 1982. PMO user training and user manuals will serve as models for the CIA SAFE training effort. OTE is already involved in PMO training and will use the experience gained in this endeavor to judge better SAFE training needs and plan training schedules.

One of the biggest problems to date has been the coordination of the various logistical aspects connected with bringing the system on line. SAS has begun the task of establishing working groups to coordinate PMO implementation and to plan for SAFE. Work station requirements and justifications are being coordinated with Office of Logistics, the Comptroller's office, NFAC, the Planning, Management, and Evaluation Staff (PMES), the General Services Administration, and the Office of Management and Budget; the CRT terminal's security, power, and communication needs, availability, and installment schedules with the Offices of Data Processing, Communications, and Logistics; receipt and control of message traffic with the Office of Development and Engineering and the Office of SIGINT Operations; and long-range planning, budget, and selection of users with PMES. The Office of Medical

Services continues to provide support in the human factors evaluation area, SAFE language development, and character/font recognition testing. More recently OMS has begun discussing a pre-SAFE visual screening program for users that will help determine if individuals require special optical lenses (glasses) for working with CRT devices.

The main Pilot Mail Operation objectives are:

- ☐ Evaluation of SAFE mail profile methodology in a live working environment.
- ☐ Verify SAFE system loading statistics.
- ☐ Provide input into SAFE language design and evaluation.
- ☐ Provide input for developing SAFE acceptance testing strategy.
- ☐ Serve as test model for SAFE-compatible work stations concept.
- ☐ Serve as training/indoctrination for the SAFE User Representative Element (SURE).
- ☐ Serve as basic model to test and evaluate SAFE training plan.
- ☐ Develop the SURE organization requirements in terms of the number of people and skills required.
- ☐ Serve as a starting point for documenting SAFE "add-on" requirements.
- ☐ Identify logistical and planning requirements for bringing up a system and ensure that DDA offices are aware of NFAC's support requirements.

The PMO schedule calls for renovation and installation of work stations and terminals in OSWR and in two other PMO branches, one each in OER and OPA, in mid-July. OSWR should be fully operational at that time; OER and OPA analysts will be trained during July and August, and they should be fully operational in September 1981. At that time, a study on the impact of systems furniture on PMO utilization and analyst/user perception and acceptance of the system will be prepared for the Comptroller's office and OMB.

Perspectives on the User Community Report Series

SAS continues to produce a report series called Perspectives on the User Community (PUC). These reports are designed to provide guidance to TRW, and to serve as an NFAC-wide communication tool about SAFE. The PUCs that have been completed to date are:

- ☐ PUC (unnumbered) —Study on the Use of Optical Character Reading Devices for the Conversion of Intelligence in Paper Form to Intelligence in Machine-Readable Form With Sufficient Accuracy to Permit Machine-Assisted Analysis (Project OSCAR)

  Published in February 1981.

- ☐ PUC No. 1—Mail File Networks in SAFE

  Published in November 1980. How mail (cable traffic) will be disseminated to analysts under SAFE.

- ☐ PUC No. 2—Text Search: Further Interpretation of Requirements and Performance Criteria for SAFE's Text Search Capability

  Published in November 1980. Included are some observations on certain problems inherent in the use of the SAFE text search capability.

- ☐ PUC No. 3—SAVE: The Easy Way to Index a Document

  Published in November 1980. An improved method in SAFE for analysts to rapidly file items.

- ☐ PUC No. 4—NFAC User Scenarios: Thoughts on How NFAC Analysts Might Use the Various Tools Offered by SAFE

  Published in February 1981. Examples of a day in the life of a SAFE user.

- ☐ PUC No. 5—Central Index File: A Scenario of How the Central Index File Might Operate in the SAFE Environment

  Published in February 1981. Comparison of its operation today and tomorrow in SAFE.

- ☐ PUC No. 6—Description of SAFE Capabilities

  Published in May 1981. A general outline of SAFE features, files, and functions, and a glossary of terms is included.

- ☐ PUC No. 7—SURE: The SAFE User Representative Element (An organization to help NFAC make the best possible use of SAFE)

  Published in March 1981. A description of the future user-help organization.

- ☐ PUC No. 8—Profiles: Development of a Methodology for Creating Profiles—A Computer-Based Representation of an Analyst's Reading Requirements.

  Published in June 1981. A description of the development of the way profiles are currently prepared to select cables for delivery to PMO mail files.

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☐ PUC No. 9—The SAFE Central Index File: A Detailed Description of the Subject Index File—the Predecessor of the SAFE Central Index File

Published in June 1981. A definition of the existing AEGIS/RECON data base.

In addition to these reports, future PUC reports scheduled for publication include the SAFE Management Information System, the Pilot Mail Operation, the COMPOSE function, SAFE conversion plans, and Observations on the Expectations of NFAC analysts for SAFE.

Copies of published reports may be obtained by contacting SAS on [redacted] STAT

New People Join SAS

During the past several months a number of people have joined SAS in both full and part-time capacities. The core members of the SAFE User Representatives Element (SURE) are currently in SAS, the PMO operation is being monitored by SAS Staff members, and a number of DDA personnel are working part time with SAS on various aspects of SAFE.

The following people have recently become associated with SAS:

STAT ☐ [redacted]—Responsible for Component Planning Guides, assisting in PUC production, and supporting the development of the Terminal Allocation Plan.

STAT ☐ [redacted]—Member of SURE team, SAFE implementation officer.

STAT ☐ [redacted]—Member of SURE team, profile officer.

STAT ☐ [redacted]—Typing PUC reports and PMO publications, and preparing briefing materials.

STAT ☐ [redacted]—OTE representative to develop NFAC SAFE training program.

STAT ☐ [redacted]—OMS representative to develop user tests, consult on user language development, and analysis of test results.

STAT ☐ [redacted]—OMS representative to develop PMO evaluation criteria.

News Notes

☐ The SAFE Computer Center is being constructed in the northeast corner of the ground floor of Headquarters Building. The center is scheduled to be completed in July 1981 and initial computer equipment from the Burroughs Corporation should be installed in September 1981. All of the Block 1 hardware should be installed by April 1982.

☐ The installation of the cable for the SAFE Wideband Communication System in the Headquarters Building was completed on schedule in mid-May 1981. Communication system testing will start within two months and should be completed in October 1981. Eventually, this system will support not only SAFE users but also non-SAFE users who have a need to access the ODP Ruffing Center or the Special Computer Center.

The Project Safe Newsletter is a periodic report by SAS/OCR about efforts to bring you improved tools for intelligence analysis and production. If you have any comments, or would like to be added to the mailing list, call [redacted] STAT